

DDA Registry

File OFM (MAG)

DDA 76-2229

3 May 1976

MEMORANDUM FOR: Director of Personnel

FROM : [REDACTED] Executive Officer, STATINTL
Deputy Director for Administration

SUBJECT : DCI Memo to the Management Advisory Group

1. Attached is a 28 April 1976 memorandum from the Director to the Management Advisory Group commenting on their concerns about certain matters. Most items relate to the Office of Personnel. Mr. Bush makes the following requests:

a. Morale: The Office of Personnel develop a survey directed at the mid-level Agency supervisors who are very close to the employee work situation.

b. Fitness Report Evaluations: An Agency-wide notice be prepared on the "philosophy of Fitness Reports, as well as the necessity for strict adherence to definitions provided on the report form and for objective narrative." (This relates to the 11 March 1976 memorandum to the DDA, Subject: Fitness Report Evaluation.) Incidentally, the Office of Training is being asked to include guidance on the preparation of fitness reports in each management course.

c. CIARDS: More time be given to provide a definitive reaction to the MAG paper.

He mentions to MAG that the authors of Employee Bulletin No. [REDACTED] on Changes in the UBLIC Insurance Plan have been thanked.

2. Would you please take appropriate action regarding the survey on morale and preparation of an Agency-wide notice on fitness reports.

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Attachment

Distribution:

Attachment: DDA 76-2146
Memo from DCI to MAG

Orig - D/Pers w/att
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1 - DDA Chrono
1 - RFZ Chrono
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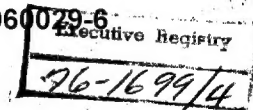
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28 April 1976

MEMORANDUM FOR: Management Advisory Group

FROM : George Bush
Director

1. First, let me thank you for the tremendous amount of thoughtful work that went into the preparation of your 29 March memo to me. I have shared the substance of it with appropriate officers and now have their views, which I would like to convey to you along with my own thoughts on a few topics.

a. Morale. I asked the Director of Personnel to comment on the various MAG essays concerning the state of morale. His comments will be forwarded to you separately. I share Fred Janney's thought that it would be useful to develop a survey directed at our mid-level Agency supervisors who are very close to the employee work situation. I have asked that this survey be undertaken. In addition, the Management Committee will review once again the wisdom of undertaking a more extensive attitudinal survey. I am pleased that however hectic life becomes, the mainstream of the hard corps of intelligence work continues, and we do seem able to hang in there. ✓

b. Fitness Report Evaluations. Accomplishing personnel evaluations in a consistent and objective way troubles a great many of us. I am, however, somewhat disinclined to establish a task force to study the matter. I have asked the DDA to prepare an Agency-wide notice on the philosophy of Fitness Reports, as well as the necessity for strict adherence to definitions provided on the report form and for objective narrative. I have also asked that a specific segment of each management course be devoted to guidance for the preparation of Fitness Reports. ✓

c. CIARDS. Your work in this regard was particularly detailed, and the DDA has asked that I convey his commendation to you for the obvious interest in

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improving CIARDS. We will need a bit more time to provide a definitive reaction to your paper, but I am assured that this will be forthcoming in the not-too-distant future.

d. Relations with U.S. Media. I find the concept of a Community spokesman or focal point somewhat attractive. I am uncomfortable with the absence of some clear understanding of our responsibilities to the press. It is a dilemma that may be organic to my position. I have tasked the Management Committee to develop some fresh guidelines for my review, and your ideas will be folded into their deliberations.

e. Miscellaneous. I understand that you are wired into Omega Ware (D/EE0), and I know that he can count on your support. Also, the DDA has conveyed our thanks to the authors of Employee Bulletin No. [REDACTED] on changes in the UBLIC Insurance Plan. I encourage MAG to do more of this positive identification.

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2. I understand that you will be meeting with the DDCI designee, Mr. E. H. Knoche, later this week. I know you will give him as fine a briefing as you gave me. It is my hope that your good work will come under his general husbandry, and I want you to know that I am available to meet with MAG in the months ahead.

[REDACTED]

George Bush

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*Thank you for some very
thoughtful work!*

[REDACTED]

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APR 28 11 58 AM '76

20 April 1976

To : Mr. McMahon

STATINTL From : [REDACTED]
Subject: Curriculum on Fitness Reports

I. Based upon your request for curriculum on fitness
STATINTL reports, I contacted [REDACTED] a training instructor in
STATINTL the Office of Training. [REDACTED] indicated that he covers
the subject in great detail in the following courses:

A. Fundamentals of Supervision and Management (FSM)

One full day is spent on ~~properly~~ preparing FRs

1. In the FSM, particular attention is given to DDI Fitness Report APP statistics (Att.1)
2. The subject of Fitness Report Ratings as covered by the DDS&T Personnel Management Employee Handbook is discussed in FSM. (Att.2)
(The DDA Personnel Management Handbook is not discussed in FSM because it does not cover the subject of Fitness Reports in detail. The DDA Handbook states that FRs will be rated and prepared in conformance with Agency Regulations

STATINTL [REDACTED] the instructions contained in the
Fitness Report Form and its attachments (Form 45i).)

3. The Agency FR Reg [REDACTED] is discussed in FSM. STATINTL

4. The Director of Strategic Research issued a memorandum to all persons in OSR, subject: Fitness Report Ratings in OSR. (Att.3). This memo is also discussed in FSM class.

5. A memorandum from the DDO to his Division and Staff Chiefs on the subject of "Addition of Rating Officer Profile to Fitness Reports" is brought to the attention of the FSM class (att.4)

B. Practical Supervision for Commo

~~Some~~ ^{Same} FSM material on FRs is covered in this course for Commo Careerists only. The training officer for Commo advised that the Ops 105 for Commo training course spends about 1 1/2 hours on fitness reports. They stress that Proficient means that "Performance is satisfactory. Desired results are being produced in the manner expected."

(FYI, even though Commo offers their employees additional training in the preparation of fitness reports, Commo FY 75 APP statistics are about the same as the overall DDA statistics.)

	<u>COMMO</u>	<u>DDA</u>
Proficient	14.5%	13.2%
Strong	78.4%	77.0%
Outstanding	6.9%	9.7%

C. Performance Evaluation Workshop

Two-day workshop covering the preparation of the Fitness Report. OTR will conduct the workshop if an office has 25 interested employees and if the office will provide space for the classroom. The workshop was conducted 16 times last year. The material covered in the workshop is attached. (Att.5)

II. OTR script writers [REDACTED] are presently working STATINTL on a "Treatment" tape. The tape will cover the preparation of fitness reports much along the same lines as the FSM. The tape will be available for distribution o/a September 1976. OTR hopes the "Treatment" tape will get the same kind of "press" that the MBO Humble tapes received a year or so ago.

III. To the best of my knowledge, Fitness Reports are not being discussed in the more senior management courses:

- *MBO (GS-12 and above)
- Midcareer (GS-12-14)
- **Advanced Intelligence Seminar (GS-13-15)
- Management Seminar (GS-13-15)
- Senior Seminar (GS-15 & above)

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*Mr. [REDACTED] stated that the new MBO course will touch on Fitness Reports only as they relate to the LOI.

*[REDACTED], DC/LA/SS, recently completed AIS. He felt that comments concerning FRs could easily fit into the A/DDA's presentation.

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IV. After reviewing MAG's paper of 23 Feb 76, I talked with [REDACTED] a MAG member. He felt that I might be interested in a Memo for the Record written by [REDACTED] Chief, Special Weapons Branch. (att.6)

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V. The Office of Personnel has published a memorandum to all Personnel Careerists providing detailed guidance for the preparation of Fitness Reports. This is not discussed in any of the OTR courses. It may be that it is too recent. (Att.7)

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PS. I understand the OPM is being rewritten to include clericals.
SM